

Guide for Mentors & Mentees



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Mentoring Handbook

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Manage the relationship

You are the more experienced party - be proactive and do not always expect the mentee to come to you.

Encourage and motivate the individual

Your commitment to AIESEC, the department and the project must be evident.

Nurture the individual

Develop by seeing what is needed and helping the mentee see what he/she needs to do for him/herself.

Teach

Inform about the formal and informal structure of AIESEC - instruct your mentee how to progress and gain credibility in this environment.

Offer mutual respect

Be professional and supportive and not status-conscious. Conduct yourself in an exemplary manner to gain respect.

Respond to the individual's needs

But do not fight battles for your mentee - advise him/her how to work through his/her own problems. Listen and help your mentee come up with his/her own solutions.

Manage the relationship

You are the driver of the relationship - take responsibility to set meeting times, agenda items and follow up on actions set.

Expectations

Each partnership will be unique and is based on the expectations you have of each other. Be clear and transparent with what you expect of each other.

Needs

Bring forward your development needs to be addressed in the relationship.

Trust

Trust your mentor's confidentiality and impartial guidance. They cannot assist you if you do not trust them.

Explore

Use the mentorship time as a place to explore new ideas, perspectives, opportunities and contacts.

Evaluate

As the partnership goes forward, take time to review and recognize how the partnership is going and what can be done to increase impact.



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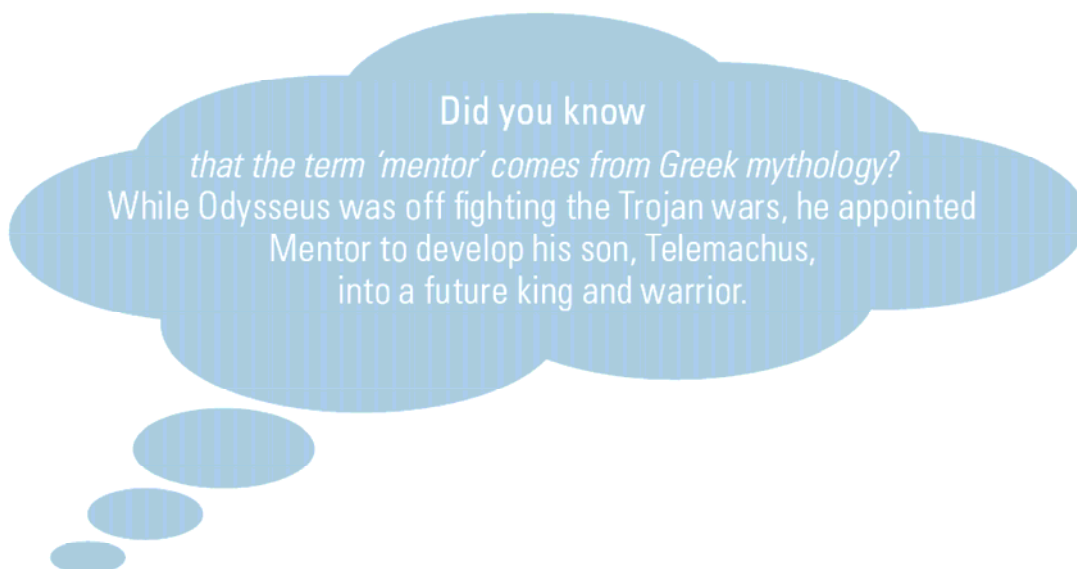
1. We're 'mentoring' - What does that mean?

Mentoring is a **one to one relationship** that allows mentors to support mentees in finding their own path for development and growth. It is a “means to an end”, the **ultimate objective is the realization of the mentee's full potential** by exploring alternatives and encouraging others to act.

Mentors have three qualifications that enable them to offer such guidance:

- **Experience:** they have been in the mentee's 'shoes' before
- **Perspective:** they are able to share thoughts and other viewpoints related to the position the mentee is in at the moment
- **Distance:** the mentor does not have direct influence on the mentee's job role and performance

True mentoring is a **confidential relationship** between two members who share personal growth and organizational success as common goals.



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2. Am I a 'mentor' or a 'coach'?

A coach aims to help the person achieve his/her best **performance**.

A coach is trying to direct a person to some end result, the person may choose how to get there, but the coach is strategically assessing and monitoring the progress and giving advice for effectiveness and efficiency.

Mentors are a **sounding board**, they can **give advice** but the **mentee is free to pick and choose** what they do. The context does not have specific performance objectives. **The major theme for the mentor** is one who has a deeper personal interest, a trusted partner who cares about you and your long-term development.

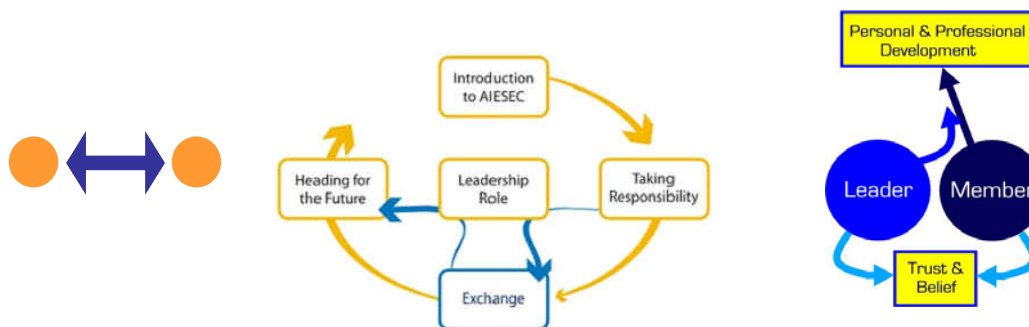
The major theme for the coach is one who develops specific skills for the task, challenges, and performance expectation at work.

Mentoring	Coaching
Longer Term Objective	Shorter Term Objective
Person-focused	Job-focused
Concerned with implications beyond the task	Concerned with task
Focuses on capability & potential	Focuses on skills & performance
Agenda set by the learner	Agenda set by/with the coach/manager
Emphasizes feedback & reflection by the learner	Emphasizes feedback to the learner



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3. Why does AIESEC encourage Mentoring?



Mentoring has been identified as one of the most crucial elements among the six elements of the AIESEC Learning Environment. It is one of the ways AIESEC members live their experience.

Mentorship is also a good way to drive self-driven learning and we also take the responsibility for each other's development.

One of the most challenging and rewarding experiences in AIESEC is being responsible to support the development of another individual. You must take this responsibility seriously and treasure it. Investment in and the development of excellent people is fundamental to the success of our organisation and the future of our world.

All AIESEC members should be educated on the principles of effective mentoring.

Mentoring pairs may form between members of varying experience, with Alumni and Partners. Whether they are the more experienced "mentor" or the "actor" the AIESEC should always help shape the content and process of mentoring

Mentoring helps individuals reach their full potential by providing them with a greater understanding of the skills, experiences and behaviours needed to be successful. The goal is to enhance the skills and leadership abilities of promising membership through the guidance and encouragement of a positive senior role model.

The goals include:

- Providing members with career guidance and constructive feedback
- Exposing members to senior/experienced members other than those with whom they work
- Improving formal and informal channels of communication
- Monitoring career development of members on an informal basis
- **Helping AIESEC develop and retain talent**
- Engaging senior management in valuing and recognizing individual's development and contribution to AIESEC



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4. What are the benefits for me?

For the mentee:

- Increased self-awareness
- Learn from active feedback
- Add new perspectives to current situations or problems
- Be challenged personally and professionally
- Have an open and safe forum for discussion
- Learn from a role model: experience, values and knowledge
- Relationship to stimulate and identify opportunities for self-development
- Greater understanding of AIESEC and expanded horizon of potential opportunities
- Feedback on personal goals and guidance on the development of specific skills, particularly those self-identified as areas needing improvement
- Additional networking opportunities

For the mentor:

- Connection to AIESEC through individuals
- Increase own self-awareness
- Affirmation of the value of and satisfaction from fulfilling a role as helper and developer of others while contributing to AIESEC
- Identify areas for own development by listening to how other managers
- Behave, influence and lead others
- Opportunity to influence and shape the organization's culture
- Learning experience and fresh ideas from individual's feedback and insight



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5. What is expected of me? What can I expect from other person?

Mentor	Mentee
Respect the confidentiality of the relationship	Respect the confidentiality of the relationship
Be a willing participant in the programme	Be a willing participant in the programme
Set clear expectations for the relationship	Set clear expectations for the relationship
Be aware of the 'power' and 'influence' your position gives you and that it may affect how your mentee first approaches you	Look at your mentor as an individual with experience to help you; do not be influenced by the position they hold in the organization
Act as a sounding board - listens, empathizes, and guides mentee towards productive solutions	Be willing to discuss business issues
Provide advice but recognize advice may not always be followed	Accept responsibility for your own development and success
Act as role model	Be responsible for professional growth
Expand mentee's network across organization	Identify developmental needs
Share personal experiences and stories (positive AND negative) to help with resolving similar issues	Be willing to share performance feedback (positive AND negative) from peers and managers
Balance between the 'need-to-know' and the 'nice-to-know' information	Balance between the 'need-to-know' and the 'nice-to-know' information
Set clear boundaries between personal and Professional information and what you are Comfortable disclosing	Set clear boundaries between personal and professional information and what you are comfortable disclosing Schedule meetings and set agendas
Make meetings with mentee a priority, understanding that consistency is essential to building the relationship	Understanding the frequency of meeting depends on both schedules
Communicate openly	Communicate openly
Provide honest feedback and observations	Ask for and accept feedback
Learn to see the organization through your mentee's eyes	Learn to see the organization through your mentor's eyes
Assist in setting action steps and encouraging follow up. Follow up on any commitment you make	Follow through on action steps discussed and report back on results
Take time to know your mentee	Take time to know your mentor
Evaluate the relationship to maintain a positive atmosphere	Evaluate the relationship to maintain a positive atmosphere



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The mentee should not expect the mentor to:

- Appraise performance or give performance feedback to the mentee's manager.
- Provide him/her with personal introductions to other people - the mentor will determine when and if such introductions are appropriate.
- Help extensively with his/her personal problems. If appropriate, however,
- The mentor can refer the mentee to other resources within AIESEC that are better equipped to handle personal issues.
- Guarantee promotion opportunities or influence the evaluation/
- Compensation process as a result of the mentoring relationship.
- Continue the relationship beyond the agreed-upon time period.



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6. What should I do *before* the first meeting?



Reflection:

Take some time to think about whom have been mentors to you:

- What made them positive influences in your life?
- What did these people have in common?
- What might these people and experience tell you about being a good mentor/mentee?

Think through what you are bringing to the process and what you expect of the other person:

- What level of commitment (time, energy, communication) do I intend to give to this process?
- What level of commitment (time, energy, communication)
- Do I expect my mentee/mentor to give to this process?



Action:

Send each other your short biographies, CVs and smart goals. Prepare a few key questions or observations for each other based on these



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7. What should we cover *at* the first meeting?

Focus on getting to know each other, creating the common expectations and building trust.

- Get out of the office: go for coffee, breakfast, lunch or dinner
- Prepare some questions and dedicate space to share stories and get to know the other person
- Talk a little in general terms about what you feel you have to offer as a mentor/what you are looking for as a mentee - listen as to the role that the other person is laying out for you: recognize commonalities and address differences in terms of coming to common expectations
- Set out the 'ground-rules': when and how (face-to-face; telephone) meeting, be explicit about the best time and ways for the other person to reach you and about your own needs and limits (e.g., time constraints, style of interacting, etc.), clarify any mis-matched expectations about the roles

Once you have set out some of the boundaries of the relationship, consider exploring:

- How does the mentee see his/her career?
- What is the most satisfying/rewarding part of his/her current assignment?
- What are the strengths and development needs of the mentee?
- Under what conditions does the mentee perform best?

Then you can start to jointly work on a formal or informal mentoring plan.



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8. We have met... Now what?

Keep in Mind:

- Frequently communicate early in the relationship will establish the foundation of trust.
- Respect the others' time as much as you do your own. Follow through on scheduled meetings whenever possible.
- Identify the best environment for open communication. Find times and places where you will not be interrupted.
- Always set up the next time to be in touch and review follow-up points.
- Maintain confidentiality and encourage the mentee to address issues on their own.

Suggestions for activities or discussion points for subsequent meetings:

- Create a network map: Who does the mentee know and what areas are missing? Who can the mentor link the mentee to?
- Share materials (e.g., reports, books, articles, models) that have impressed you. Ask the other person to read them and discuss them with you later.
- Use an article as the basis for a meeting discussion: how does it relate to both of your business units?
- Discuss mentee's SMART objectives in relation to a mentoring goal.
- Walk through various scenarios the mentee faces (or could face). Discuss 'what if' situations; role-play different strategies; change details to call for different solutions.
- Work on how to handle political issues or recognize political implications of a planned action.
- Work on how to handle interpersonal conflicts, work with different personality types, and resolve internal differences.



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Additional Tips:

- Remember that open, frequent communication is vital to the success of the relationship. If you have not heard from the other person, check in with him/her.
- Always ask if you can make a suggestion or offer a criticism before speaking.
- Express appreciation.
- Make only positive or neutral comments about the other person to others. If you disagree with their behavior or values, discuss them with him/her directly - do not talk negatively behind his/her back.
- Ask for assistance from human resources on difficult issues or concerns about the relationship.
- Exchange information on activities, concerns, etc. with other mentors and mentees so that you do not feel like a pioneer.

“Pitfalls” to Avoid

- Over-dependency on the relationship
- Mentors as “big brothers”... mentees as “proteges”
- Mentoring being used purely to increase one’s personal network
- Mentorship used to bring mentee into the ‘inner circle’
- Unrealistic expectations
- Expecting the mentee to move towards the mentor’s goals rather than his/her own goals
- Lack of role clarity
- Insisting on the relationship if there is no “chemistry”
- Misusing information
- Not keeping confidences within the relationship
- Letting half-truths or gossip influence actions in the relationship
- Mentor doing 80% of the talking / 20% of the listening
- No “track record” kept of where the relationship going - no evaluations
- Lack of honest feedback

Distance Mentoring - Quick Hints for Remote Meetings

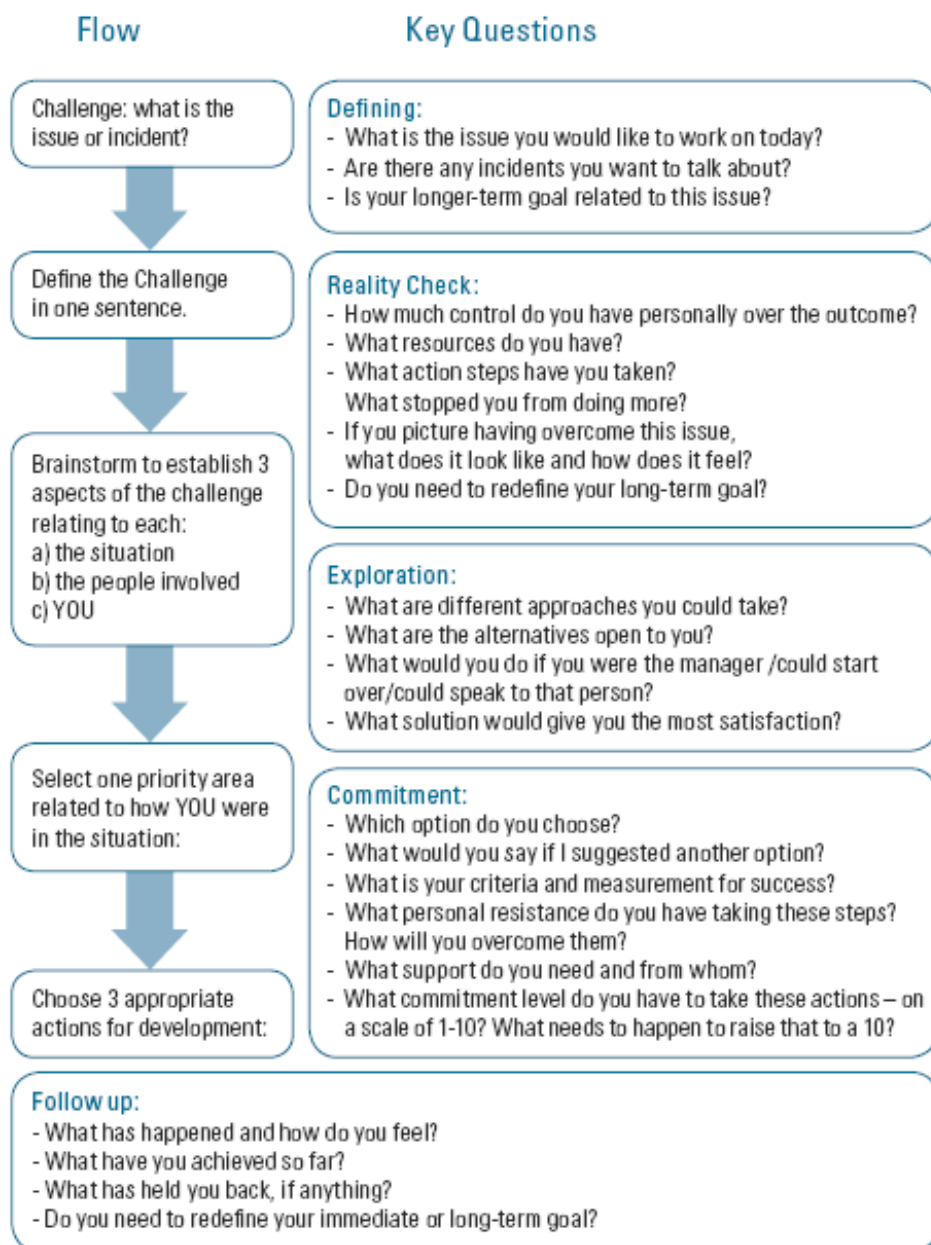
- Frequent calls help partners feel connected: Calls don’t have to be long to be effective
- Keep meetings short and focused: in advance, decide on one topic for discussion
- Choose one mentee goal to discuss for 2 phone meetings
- “Invite” another person into the call for an information session
- Listen intently to your partner instead of trying to multi-task with your computer or paperwork
- Set the date for your next call before you say good-bye



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9. How can we find solutions together?

The time spent together as mentor and mentee is valuable and you will want to focus as best you can on the issues at hand and work on solutions. The following is a simple flow and key questions that can assist you to frame a challenge, explore it deeper and come to actions.



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10. Do our differences matter?

Each individual is a combination of gender, race, ethnicity, culture, age, sexual orientation, religion, upbringing, and various other backgrounds.

Diversity as a focus of the relationship:

You need to steer a path between ignoring issues of equal opportunities/discrimination and seeing all issues as equal opportunities/diversity issues.

The aim for both parties is to develop understanding and expanding the focus of discussion, rather than limiting it best achieves this. Both parties should aim for open dialogue and be prepared to explore different perceptions. Where issues of stereotyping or cultural disadvantage do arise, both should be willing to explore and analyze them together.



Action:

Some places to start your mentee-mentor conversation at:

- Many of us at AIESEC have completed the [Myers Briggs](#) Personality Assessment, by looking at and comparing [your similarities and differences](#) you can create a deeper understanding of each other, which may assist later in any communication challenges you have.

Action:

Some questions to share in order to get to know each other's cultural experience:

- Where were you raised: country, village, and city?
- Were your family, neighborhood, schools ethnically or racially mixed?
- How many siblings do you have? What genders? Older or younger?
- What religious or cultural institutions influenced you growing up?
- How do you see yourself in relation to these now?

Simple reminders:

Differences come out in our [conscious and unconscious communication](#).

Cultures are [dynamic](#); that is, they are characterized by continuous – though sometimes incremental - change.

We have [multiple, overlapping](#) cultural identities. The culture and subcultures of my religion, my ethnic heritage, my gender, and the dominant culture of the geographic region where I grew up or live now, for example, may inform who I am, in different ways. Practically speaking, no person is the Product of one culture alone.

Be aware that [you are interpreting the other person's](#) culture, personality, demeanor, words, and actions [through a screen of your own cultural values](#).



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11. Where has the time gone? Reviewing, evaluating and closing...

Reviewing and Evaluating the Relationship



Reflection:

After you have been in communication for some time, it is good to do a check in with each other as to how the relationship is moving forward:

Have each of you think about and then share your thoughts about these statements:

- "I feel the trust is strong enough between us that we can work well together."
- "If something is going wrong in our relationship, I feel I can bring it up."
- "I feel that the defined actions we have set for the relationship are positive and we are making headway."

Closing the Relationship

- Use the closure process as a means to recall progress and strengths.
- Discuss some positive actions and directions for the future.
- Mutually agree about how, when, or if you will stay in touch.
- Clarify if you are willing to act as a reference or not.



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12. Where can I find out more?

Be a Mentor - resources and information: <http://www.beamentor.org>

Centre for Creative Leadership: <http://www.ccl.org>

Everyone Needs a Mentor, 4th Edition,

David Clutter back. Chartered Institute of Personnel and Development, UK, 2004.

Gender and the Mentoring Process for Women: Implications for Professional Development - Study from the American Psychological Association, June 1992:

http://www.geocities.com/bhsosa/mentoring/Gender_and_the_Mentoring_Process_for_Women.html

Leadership and Race Equality - Mentoring Guidelines,

NHS Modernization Agency Leadership Centre, March 2004.

Learn to Mentor Toolkit, The National Mentoring Partnership:

www.mentoring.org

Myers Briggs typology and Culture:

http://www.myersbriggs.org/around_the_world/cultures.cfm

The Coaching and Mentoring Network - resource and network centre:

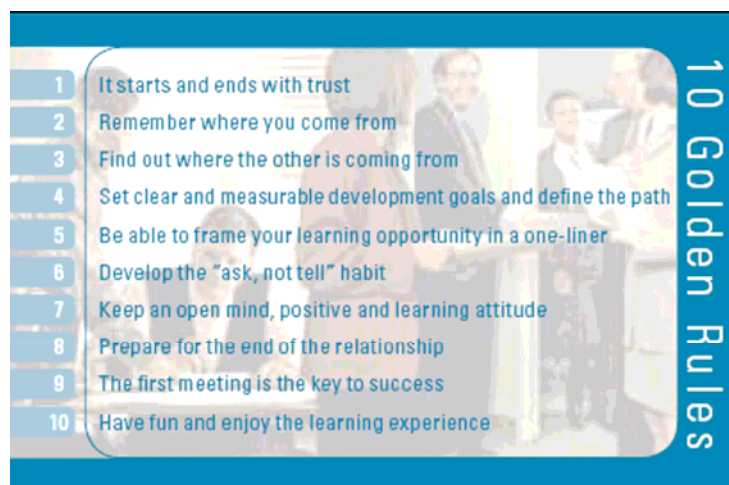
<http://www.coachingnetwork.org.uk/Default.htm>

The MentorsForum - develop your knowledge and network with other Mentors:

http://www.exemplas.com/people/mentors_forum_home.asp

Acknowledgements

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ABN AMRO



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